Arizona Statewide Communication Interoperability Plan (SCIP) Implementation Workshop
Tuesday, February 24, 2009
Phoenix, AZ
10:00 a.m. to 4:00 p.m.

Meeting Purpose:
- To assist Arizona's key statewide stakeholders in their communications interoperability efforts
- To discuss Arizona's future communications interoperability governance structure

Meeting Outcomes:
- Realignment of SCIP Initiatives to make them more actionable
- A shared understanding of the Office of Emergency Communications' (OEC) mission, the National Emergency Communications Plan (NECP), and their impact on Arizona's communications interoperability effort
- Shared understanding of past foundational work to enhance Arizona's governance model (Governance Policy Academy, SAFECOM Governance Guidance)
- Participants direction on moving the State's governance model forward in support of advancing interoperability

Participants in Attendance:
There were 68 total participants in the Arizona SCIP Implementation Workshop. Please see Appendix A for list of participants.

Welcome
W. Max Ivey, Interim Director of the Arizona Government Information Technology Agency (GITA) and Lisa Dee Meyerson, Manager, Public Safety Interoperable Communications (PSIC) Office and Statewide Interoperability Coordinator, provided the opening remarks, meeting guidelines, and introduced the purpose of the meeting. They thanked the participants for being there and stressed the importance of an open discussion and input from all participants.

Introductions and Meeting Review
Lisa Meyerson also introduced the OEC staff which included Claudia Wayne, Director of Stakeholder Engagement and Outreach and Ryan Felts, Jennifer Hendry, and Leslie Thornton as OEC support staff. Workshop participants were then given the opportunity to introduce themselves and identify which agency they represented at the meeting. Please see Appendix A for list of participants.

Arizona's SCIP Updates/Key Statewide Interoperability Strategic Initiatives
The SCIP Initiatives were categorized along the lanes of the SAFECOM Interoperability Continuum (Governance, Standard Operating Procedures [SOPs], Technology, Training and Exercises, and Usage). GITA-PSIC staff had pre-populated a handout as well as a slide deck that illustrated proposed changes and updates to the SCIP Initiatives. Lisa briefed the participants on the SCIP Initiatives (Figure 1 below) and proposed changes to them. She asked for participate feedback.

Figure 1: Arizona SCIP Initiatives

	Existing Number	Revised #	Strategic Initiative ■ Supporting Objective	Priority	Term	Milestone	Lead	Status
Governance	3	1	Expand & implement Interoperable Communications Governance Model & Plan	High	Short	2010	PSCC	In progress
			■ Conduct an annual SCIP review to update the plan.	High	Ongoing	Annual	PSCC	In progress
	5, 9		■ Develop a Comprehensive Emergency Communications Plan addressing regional emergencies, catastrophic loss and mass evacuation	High	Short	2010	ADEM	In progress
			■ Develop TICPs and utilization of CASM	Med.	Med.	2011	Regional Partners	In progress
			■ Strengthen SIEC	High	Short	2009	PSCC/SIEC	In progress
	7, 8, 11	2	Develop Long-term Plan for Statewide Interoperability for voice and data	High	Med.	2011	PSCC	Not started
	6	3	Develop & implement Long-term Funding Strategy	High	Med.	2011	PSCC	Not started
Technology	1	4	Complete deployment of AIRS	High	Short	2009	DPS/WSB	In progress
	2	5	Implement and enhance Modern Regional Systems	High	Long	On-going	Regional Partners	In progress
	4	6	Upgrade the statewide M/W backbone infrastructure	High	Long	2007-2017	DPS/WSB	In progress
			■ Complete the M/W Southern Loop	High	Short	2009	DPS/WSB	In progress
			■ Complete the M/W Western Loop	High	Med.	2012	DPS/WSB	Not started
			■ Complete the M/W Northern Loop	High	Long	2017	DPS/WSB	Not started
		7	Implement the State Strategic Technology Reserve (STR)	High	Short	2010	ADEM	In progress
		8	Develop and implement Interim Approach to Interoperable Communications for state agencies	High	Med.	2011	DPS/WSB	Not started
		9	Complete major upgrades to state agency operable communications systems, in support of interoperability initiatives	High	Long	2015	DPS/WSB	Not started
SOPs	12	10	Establish Policies, Standards, Procedures (PSP) Framework, and implement PSPs, including SOPs, for statewide interoperable communications solutions	High	Med.	2011	PSCC/SIEC	Not started
Training & Exercise	10	11	Develop & implement Communications Training & Exercise Plan	Med.	Med.	2011	ADEM/PSCC	Not started
			■ Develop and implement AIRS Training statewide	High	Short	2010	ADEM/PSCC	In progress
			■ Implement COML and COMT training program	Med.	Short	2010	ADEM	Not started
Usage & Outreach	13,14,15,16	12	Create and implement an education and communications outreach plan in support of expanding interoperability	Med.	Med.	2010	PSCC	In progress

The following proposed changes prompted discussion from the workshop participants.

Proposed New Governance Initiatives and Supporting Objectives:
- Develop Tactical Interoperable Communications Plans (TICPs) and Utilization of Communications Assets Survey and Mapping (CASM) Tool.
  - o By linking the information contained in the TICPs and CASM together, participants concluded that an improved picture of interoperability throughout the State would result.
  - o Arizona currently has few people trained to input data into CASM; therefore updating data is challenging.
  - o Arizona is planning to utilize Interoperable Emergency Communications Grant Program (IECGP) funds to update the existing CASM data.
- Develop a Comprehensive Emergency Communications Plan addressing regional emergencies, catastrophic loss, and mass evacuation.
  - o Currently at a regional level, the Arizona Department of Homeland Security (AZDOHS) is conducting a Targeted Capabilities Assessment. They anticipate having this analysis complete within the next six months. Ultimately, this report will inform future funding and asset allocation decisions that close identified gaps.

- o The workshop participants agreed upon the consolidation of Governance Initiatives #5 and #9 into the above stated Objective.
- Develop and Implement Long-Term Funding Strategy
  - o The development of the funding strategy is important for sustainability. The participants noted that this strategy must be kept current.
  - o A workshop participant from a rural, border community asked the Arizona Public Safety Communications Advisory Commission (PSCC) to consider more funding for the rural areas. The participant noted the focus has been to fund projects that move the State toward the former Governor's stated goal of interoperable communications for 85 percent of the population which does not provide support or coverage for rural counties without a large population center.
  - o AZDHS is working with GITA-PSIC staff to assist the southern border communities to plan better together because of the challenge in linking to the rest of the State interoperability discussions and planning efforts.
- Develop Long-Term Plan for Statewide Interoperability Coverage for Voice and Data
  - o Three existing Technology Initiatives were combined to create this one Governance Initiative; however, the participants proposed breaking the new Initiative into two objectives, one for voice and one for data, to allow for differing timelines in the completion of these objectives.
    - ▪ This update was agreed upon with the caveat that voice efforts are not planned in a vacuum separate from data efforts.

Proposed New Technology Initiatives and Supporting Objectives:
- Implement and Enhance Modern Regional Systems
  - o Participants expressed disagreement over the meaning of "modern" in the context of this Initiative. A proposal was put forward to say "Enhance and Promote Regional and State Systems." The key difference for the change was the functionality intended by the Initiative, not whether the system was "modern" or not.
- Develop and Implement Interim Approach to Interoperable Communications for State Agencies
  - o Some participants expressed concern that large areas or State agencies pursuing "interim" solutions would redirect even more money away from rural areas; however, it was also stated that many of these interim solutions would not require any funds to be redirected at all.
- Complete Major Upgrades to State Agency Operable Communications Systems, in Support of Interoperability Initiatives
  - o A proposal was made to combine the above Initiatives into one Initiative with two Objectives in order to allow for interim and long-term approaches. The reasoning supporting this change was that there are many opportunities for State agencies to complete interim objectives without requiring the use of large funds.

Operability is still an issue for some localities, and therefore a proposal was made to allow the State to continue to address operability as well as interoperability in planning and funding efforts.

Proposed Updated Training and Exercises Initiatives and Supporting Objectives:
- Develop and Implement Statewide Comprehensive Communications Training and Exercise Plan
  - o A proposal was made to leave "exercise" out of this Initiative; however, several participants raised the following points in objection:

- Arizona receives Technical Assistance (TA) under the "exercise" umbrella; therefore removing the exercise plan would cancel the TA support.
- Exercising is critical to agencies implementing the training on a daily basis.
- Clarification was given that the PSCC would not be responsible for running the exercises. Rather, the PSCC would assist with developing key communications outcomes, injects, etc. and would use their outreach programs to help spread the word about on-going exercises. This would allow additional agencies or organizations to get involved and leverage those exercises as they seek to test communications policies, procedures, or systems.
  o A proposal was made to conduct communications focused and specific exercises.
    - The benefit to this approach is a changed mindset about how to conduct communication focused exercises, such as the communications exercises that are conducted each quarter in Hawaii. The group acknowledged the need to therefore execute communications-focused exercises and incorporate communications assessments into existing broader public safety exercises.
  o GITA is looking into publishing the training and exercises schedule on their website so everyone can be informed as to when exercises and training sessions are occurring.

Lisa Meyerson then briefed participants on the proposed priories and timelines associated with the revised SCIP Initiative Milestones:

2009 SCIP Initiative Milestones

Continuum Lane	Milestone
Governance	▪Strengthen SIEC (#1)
Technology	(#4) Complete Deployment of AIRS
Technology	▪Complete the Microwave Upgrade for Southern Loop (#6)

2/23/2009 — Public Safety Interoperable Communications Office — 10

2010 SCIP Initiative Milestones
- Continued -

Continuum Lane	Milestone
Training and Exercise	▪Develop and implement AIRS training statewide (#1)
Training and Exercise	▪Implement COML and COMT training program (#1)
Usage and Outreach	(#12) Create and implement an education and communications outreach plan in support of expanding interoperability

2/23/2009 — Public Safety Interoperable Communications Office — 12

2010 SCIP Initiative Milestones

Continuum Lane	Milestone
Governance	(#1) Expand & Implement Interoperable Communications Governance Model & Plan
Governance	▪Develop a Comprehensive Emergency Communications Plan addressing regional emergencies, catastrophic loss and mass evacuation (#1)
Technology	(#7) Implement the State Strategic Technology Reserve (STR)

- Continued -

2/23/2009 — Public Safety Interoperable Communications Office — 11

2011 Milestones

Continuum Lane	Milestone
Governance	▪Develop TICPs and Utilization of CASM (#1)
Governance	(#2) Develop Long-term plan for Statewide Interoperability Coverage for voice and data
Governance	(#3) Develop and implement Long-term Funding Strategy
Technology	(#8) Develop and implement Interim Approach to Interoperable Communications for state agencies
SOPs	(#10) Establish Policies, Standards, Procedures (PSP) Framework and Implement PSPs, including SOPs for statewide interoperable communications solutions
Training and Exercise	(#11) Develop and implement statewide comprehensive Communications Training and Exercise Plan

2/23/2009 — Public Safety Interoperable Communications Office — 13

Annual Ongoing & Future SCIP Initiatives

Continuum Lane	Milestone	Timeline
Governance	▪Conduct an annual SCIP review to update the plan (#1)	Annual
Technology	(#5) Implement and enhance Modern Regional Systems	Ongoing
Technology	▪Complete the Microwave Western Loop (#6)	2012
Technology	(#9) Complete major upgrades to state agency operable communications systems, in support of interoperability initiatives	2015
Technology	▪Complete the Microwave Northern Loop (#6)	2017

Other Planned SCIP Revisions

- Revise content to update and connect *Goals & Objectives* (Section 5.3 of the SCIP) to *Strategic Initiatives* (Section 5.4 of the SCIP)
- Identify Funding available for initiatives to be completed in 2009 and 2010
- Document tactical plans for Key Strategic Initiatives
- Create a more clear summarization of the current state of interoperability in Arizona, regionally and statewide
- Review, edit and transfer background material to appendices
- Annual and other updates including region system advancements and transfer of PSIC to GITA
- Document Alignment with NECP

Overview of the Office of Emergency Communications (OEC)

Claudia Wayne, Director of Stakeholder Engagement and Outreach, presented an overview of OEC. Her detailed review included technical assistance, tools and methodologies, the IECGP http://www.fema.gov/government/grant/iecgp/index.shtm, shared infrastructure projects, and the NECP www.dhs.gov/xlibrary/assets/national_emergency_communications_plan.pdf. For a copy of the OEC Overview Presentation, see attached PDF- *OEC Overview*.

For additional information about DHS Interoperability Initiatives, see attached PDF- *DHS Interoperability Initiatives* which includes technology demonstration projects, interoperability tools, interoperability planning and technical assistance, standards acceleration and requirements alignment, national interoperability assessments, Federal partners, and grant guidance.

Following Claudia Wayne's presentation on OEC and the NECP, Brian Sherman, Project Manager, reviewed the NECP milestones applicable to the States. Below is a summary of how Arizona aligns to the eight NECP milestones.

NECP Reference	NECP Requirement & Milestone	State of Arizona Status & SCIP Initiatives
Page 12 Objective 1 Initiative 1.1 Milestone 2	By 7/31/09, establish a full-time statewide interoperability coordinator or equivalent position.	▪ Completed ▪ Relevant Related SCIP Initiative: 　1. Expand & Implement Interoperable Communications Governance Model & Plan
Page 13 Objective 1 Initiative 1.1 Milestone 5	By 7/31/09, the SIEC (or equivalent) should incorporate the recommended membership as outlined in the SCIP Guidebook and should be established via legislation or executive order by an individual State's governor.	▪ Completed - The Public Safety Communications Advisory Commission (PSCC) has legislative authority. ▪ Relevant Related SCIP Initiative: 　1. Expand & Implement Interoperable Communications Governance Model & Plan
Page 14 Objective 1 Initiative 1.3 Milestone 2	By 7/31/09, tactical planning among Federal, State, local, and tribal governments occurs at the regional interstate level.	▪ Regional communities are responsible for tactical planning for their region. ▪ We will try to increase regional involvement in PSCC/SIEC over the next year through our Governance, PSP's, Planning & Outreach Initiatives. ▪ Relevant Related SCIP Initiatives: 　1. Expand & Implement Interoperable Communications Governance Model & Plan - Develop TICPs and utilization of CASM 　10. Establish Policies, Standards, Procedures Framework and implement PSPs, including SOPs, for statewide interoperable communication solutions. 　11. Develop & Implement Communications Training & Exercise Plan 　12. Create and implement an education and communications outreach plan in support of expanding interoperability
Pages 21-22 Objective 3 Initiative 3.1 Milestone 6	By 1/31/10, programs an appropriate set of frequency-band-specific nationwide interoperability channels into all existing emergency responder radios and preprograms an appropriate set of frequency-band-specific nationwide interoperability channels into emergency response radios that are manufactured or purchased through Federal funding as a standard requirement.	▪ Establishing national interoperability channels is a federal initiative (Objective 3, Initiative 3.1, Milestone 5). ▪ In Process. ▪ Relevant Related SCIP Initiative: 　4. Complete Deployment of AIRS 　10. Establish Policies, Standards, Procedures (PSP) Framework and implement PSPs, including SOPs, for statewide interoperable communication solutions.
Pages 21-22 Objective 3 Initiative 3.1 Milestone 7	By 7/31/09, SCIP reflect plans to eliminate coded substitutions throughout the ICS, and agencies incorporate the use of existing nationwide interoperability channels into SOPs, training, and exercises at the Federal, State, regional, local, and tribal levels.	▪ Establishing national interoperability channels is a federal initiative (Objective 3, Initiative 3.1, Milestone 5). ▪ In Process. ▪ Relevant Related SCIP Initiatives: 　1. Expand & Implement Interoperable Communications Governance Model & Plan - Conduct an Annual SCIP Review 　10. Establish Policies, Standards, Procedures (PSP) Framework and implement PSPs, including SOPs, for statewide interoperable communication solutions. 　11. Develop & Implement Communications Training & Exercise Plan
Page 22 Objective 3 Initiative 3.2 Milestone 1	By 7/31/09, all Federal, State, local, and tribal emergency response providers within UASI jurisdictions have implemented the Communications and Information Management section of the NIMS.	▪ This initiative applies to UASI jurisdictions only, not the entire State. 　10. Establish Policies, Standards, Procedures (PSP) Framework and implement PSPs, including SOPs, for statewide interoperable communication solutions. 　11. Develop & Implement Communications Training & Exercise Plan 　　- Implement COML/COMT training program
Page 36 Objective 7 Initiative 7.2 Milestone 4	By 7/31/10, complete disaster communications training and exercises.	▪ Disaster communications training and exercise is an ongoing activity of ADEM and local emergency managers. ▪ Relevant Related SCIP Initiative: 　11. Develop & Implement Communications Training & Exercise Plan
Page 37 Objective 7 Initiative 7.2 Milestone 5	By 7/31/10, all Federal, State, local, and tribal agencies in UASIs will have defined alternate/backup capabilities in emergency communications plans.	▪ This initiative applies to UASI jurisdictions only, not the entire State. ▪ Relevant Related SCIP Initiatives: 　1. Expand & Implement Interoperable Communications Governance Model & Plan - Develop a comprehensive Emergency Communications Plan to addressing regional emergencies, catastrophic loss and mass evacuation; Develop TICPs and utilization of CASM 　7. Implement the State Strategic Technology Reserve (STR)

Overview of OEC Governance Tool
Leslie Thornton, OEC Support Staff, gave a briefing on governance. Leslie's briefing included an overview of the SAFECOM Interoperability Continuum, and the Governance Guide published by OEC in January 2009 titled *Establishing Governance to Achieve Statewide Communications Interoperability.* The guide is available on the SAFECOM website at http://www.safecomprogram.gov/SAFECOM/library/technology/1416_establishinggovernance.htm. Leslie also reviewed why governance is important and the fundamental governance components.

Michael Todd, GITA-PSIC Outreach Manager presented an overview of Arizona's current governance in light of the DHS Governance Guide recommendations:

Michael then walked the group through the following discussions:
•   Statewide Interoperability Executive Committee (SIEC) Updates
•   Federal and Tribal Partner Involvement
•   Regional Group Involvement

Planned updates to the existing SIEC structure include:
•   Focused, with more defined tasks
•   Strengthen committees – Operations and Technology
•   Recruit more members
•   Develop tactical plan for coming year

Efforts in the area of Federal and Tribal Partner Involvement:
In addition to approval received by the FBI to participate in these activities, there are working relationships with federal partners to facilitate preparation for large-scale events and emergencies. In regard to tribal group participation, there has been a lot of response from tribes that are closer to the metropolitan areas, but Arizona would like to include more rural tribes. To support those efforts, two handouts were provided to workshop participants in order to gather feedback on existing relationships between Arizona and tribal and Federal partners. These handouts will be used by the GITA PSIC staff to determine where relationships currently exist, how those relationships can be leveraged for future work, and where relationships need to be strengthened in the future.

Regional Group Involvement:

Michael led the workshop participants in a discussion about regional groups. Regional group involvement enables the statewide effort to more directly incorporate the needs of the public safety end user community to ensure that any strategic planning addresses the operational needs of responders statewide. Regions are also important because of the pivotal role they play in tactical interoperability plans and training and exercises. Other points presented supporting the need for a regional model of some type for governance included:

• At the NGA academy on governance, we learned a lot about (the importance of) regional group involvement.
• In Arizona, we have found that different regions have different communications interoperability issues that need to be addressed.
• We need to involve all of the regions so that everybody is on the same page.
• We are looking for a more formalized set of regional partners that can come together to address issues on a bigger scale.
• The region would be a conduit for information between local agencies and the SIEC/PSCC, such that a local agency could bring a need, concern, complaint, kudos up, or the SIEC could funnel that information down, through the regional groups.
• For TA requests, we would like to be able to send those out and ask the regions what they need in terms of technical assistance.
• We want to identify a way to provide quarterly updates that are given to a particular regional group or groups and then vice versa, a way to request input on i.e. a draft of the SCIP.

The roles and responsibilities of this regional group were summarized as below:

Recommended Regional Interoperability Roles & Responsibilities

Planning	Facilitates alignment of SCIP and regional strategic communications interoperability plan
Policy Development	Provides policy recommendations regarding grants to the region and priorities among projects
Advocacy	Provides input to PSCC re: local communications interoperability challenges and opportunities
Collaboration	Enables collaboration with other regions

2/28/2009   Public Safety Interoperable Communications Office   13

Reasons pointed out as to why there is a need to focus on identifying the regions included:

• Regions will facilitate alignment of the SCIP and the regional strategic communications interoperability plan.
• Policy development will provide policy recommendations regarding grants to the region and priority among projects.
• Advocacy - Making sure that everybody feels that they are part of the system. We're talking about a statewide interoperability system, and we really want everyone to buy into this.
• Collaboration - Bringing us together, looking at what everybody is doing and how it all works together as opposed to a few people making the decision.

In addition to the roles and responsibilities, some ideas were presented in regard to the possible scope of the regional group, including to:

• Provide SCIP review and recommendations
• Create a more formal relationship between PSCC and the regions allowing for better representation
• Gather regional input on TA requests
• Participate in needs assessment
• Bring together groups who have operational similarities

There is also a need to go beyond current GITA-PSIC outreach efforts around the State, which is a very broad effort and difficult to cover, to a more formalized regional outreach model.
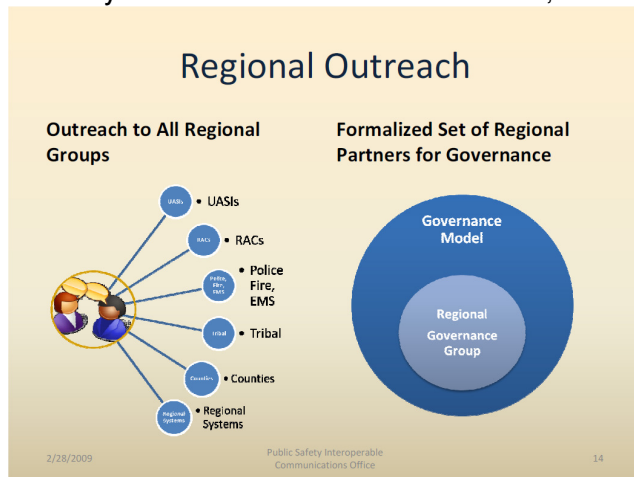
The participants discussed what "regionalization" meant in the context of a regional body focused on interoperability. Their discussion is summarized below:

• Multi-jurisdictional representation, not necessarily Regional Advisory Council (RAC) representation
• Not tied directly to RACs because of legislation intent
• There is nothing to prohibit two counties from different regions from planning together
• Groups will find logical relationships and leverage those to enhance interoperability
• AZDOHS RAC regions seem to make most sense, although participants would be different

In the context of this discussion, Michael reviewed various Regional Groups around the State that GITA-PSIC had looked at, which might support a regionalized governance structure that would provide equal representation and get everyone involved. Those included the Arizona Homeland Security Regions (RACs) and the Bureau of Emergency Medical Services (EMS) Regions as well as other mapping options. Issues/opportunities noted by GITA-PSIC, as well as participants' views regarding how the various groups and their existing meetings might be utilized to support this process, were then discussed. Specific comments are noted below:

**Additional Comments on Establishing a Regional Model to support Outreach and Governance:**

• The regions being identified might differ from the funding regions that the RACs represent.

- The RAC membership isn't as representative because it is not quite cross-disciplinary, plus there is some political representation. Those who attend the RAC meetings would not be those that attend this.
- While the RAC regions and the Bureau of Emergency Medical Services regions don't exactly line up, they appear to be fairly similar, with some notable exceptions, i.e. you may be in the western RAC, but you're in the southern EMS region.
- A number of states have adopted regions that are already in place, even if not ideal, while noting the challenges that will need to be mitigated as regions are set up. Perhaps there might be one out there that hits 80%, that might be a good starting point.
- Concern: Will regions have power or not once it is established? If 90 percent of the people approved something then the entire region must make it work, even if an agency disagrees, because they belong to that region?
- Concern: The current SIEC does not have representation from Santa Cruz or Cochise County. When the very first state interoperability radio communication plans came out, it left off all of the southern border counties. Regardless of the regions, there needs to be some representation on this committee.
- Question: What is the plan to govern? Are we governing a system? Are we governing how we work together? What is the scope?
  - Comment: We are not talking about a control structure. It would be an entity to facilitate the partnerships and relationships and to codify some of the agreements.
  - Comment: Governance is what works for you – the group determining what kind of input you need to feed in from the different regions.
  - Comment: In terms of governance, people tend to think it's often heavier than it might be. But it's really a way of making sure that groups can come together with diverse interests and multiply your resources and your effectiveness by setting some ground rules about how you work together and how you can share resources and move everybody forward.
  - Comment: We are not thinking that this cuts anybody off, gives anybody power. We're thinking that we have to try to get a more formal relationship. We only have 15 people on this committee so it's hard to represent everybody. There are already regional structures that are mobilized around some of these issues, and we want to make sure we pay them the respect, and ask for their input. This is not a magic pill and it doesn't mean we're going to stop our outreach efforts, and it doesn't mean we're going to have a final solution.
- Recommendation: Should regional group input be directed to the SIEC before they come to the PSCC? Anything that comes out of that regional environment would go back into the SIEC for whatever development is required.
- Going with the RACs probably makes a lot of sense, but with multiple jurisdictional representation, not the RAC representation. The RAC legislation proposed right now states that they will meet four times a year because RACs only get together to review grant requests and make recommendations. This body would need to do more than that.
- Ideally, it is best to put anything in the same type of formation that funding is in. Tying directly to a RAC is not necessarily a good thing, but tying it to the regions we have set up and how the funding comes out is a smart idea as long as we know that when we're talking about the southern region, we are not only talking about a regional system in Pima County, but a regional system in Yuma. And there are other counties to consider as well because there are a lot of challenges to overcome, and there's a lot of diversity amongst those others. As long as you get all of the players to the table to bring the ideas back to the SIEC and the SIEC then vet those up through the PSCC, then I think that sounds like a good idea.

- While the RACs got established in odd ways, at the end of the day, those are going to be the funding mechanisms of how this works. There was some vision at some time that there would be inter-county planning within the RACs. I haven't seen a whole ton of that. The counties are all kind of sitting by themselves. I think groups will find logical relationships regardless. I think we're going to end up with the RAC regions, although the players will certainly be different; the make-up of the RACs are not representative of our discussion.
- Question: The EMS regions appear to be more geographically and tactically grouped, and they meet on a regular basis, but are those limited to EMS personnel?
  - o Comment: It is not the folks that meet, because that would be a different subset than we are talking about. I like this model, but it is disparate from how regional planning works.
- Recommendation: What if we went to the regional communication systems? Along the lines of these TICPs that we will do regionally. Even though that doesn't cover the whole state, maybe we figure out where those don't exist, and try bringing people together and do regional planning, etc?
  - o Comment: There is so much of the state that is not regionalized. We have to really strive to make sure that we are encompassing all of these places, and maybe help facilitate regionalization, but I would hate to start with regionalization from a planning perspective.
- Concern: What we are trying to get to here is the identification of some groups that help to facilitate operational planning. It's really about trying to bring together groups that have commonality as far as their operational responsibilities and trying to build plans that work for them. Somehow, we have to be able to divorce ourselves from the dollars, which is what comes to mind any time you start looking at the RAC groups and what have you. We shouldn't be coming to the table with an agenda to either press our own issues or to try to covet and guard our own fiefdoms and kingdoms and such. We should be coming to the table with the agenda to be trying to improve our operational capabilities.
- One of the things we're also talking about is the ability to get people to participate. I don't think there exists an existing system today that makes good sense in terms of a regional structure other than going out and identifying counties who play well together today, and then have them go ahead and establish their own regional definition and let them figure out who they want to partner with based on their political inclinations, their terrain, their operational styles, whatever it is. So maybe there are a lot smaller groups that need to go into this environment than there are today. I think putting it into the grant environment is probably the wrong environment to put that in.
- Recommendation: We could look at it a totally different way. We could form the regional groups based on who currently works together, not whether it's a regional system or not. We can establish points of contact at the regional level, and then maybe we can do a circuit of the state once or twice a year, and have meetings that bring everyone together. Regional groups may form based on the TICPs that we will create, which may turn into more of an advisory group, like the IWG, for a year or two, as regional systems develop into something with a name. Maybe that breaks some of the paradigms that exist and takes us down to the regional TICP and tactical level.
  - o Comment: While the IWG reviews telecom proposals and struggles to address the question of whether those address interoperability or not, it's hard to apply balance across counties, since that is addressed by the RACs. The RACs have not been given good tools, in the form of some kind of regional or statewide plan, to make these decisions. Therefore maybe a hybrid of the IWG is the best solution.

The regional discussion occurred in light of the current governance structure for the State of Arizona for Public Safety Interoperable Communications as shown below:

State of Arizona Governance Structure for Public Safety Interoperable Communications
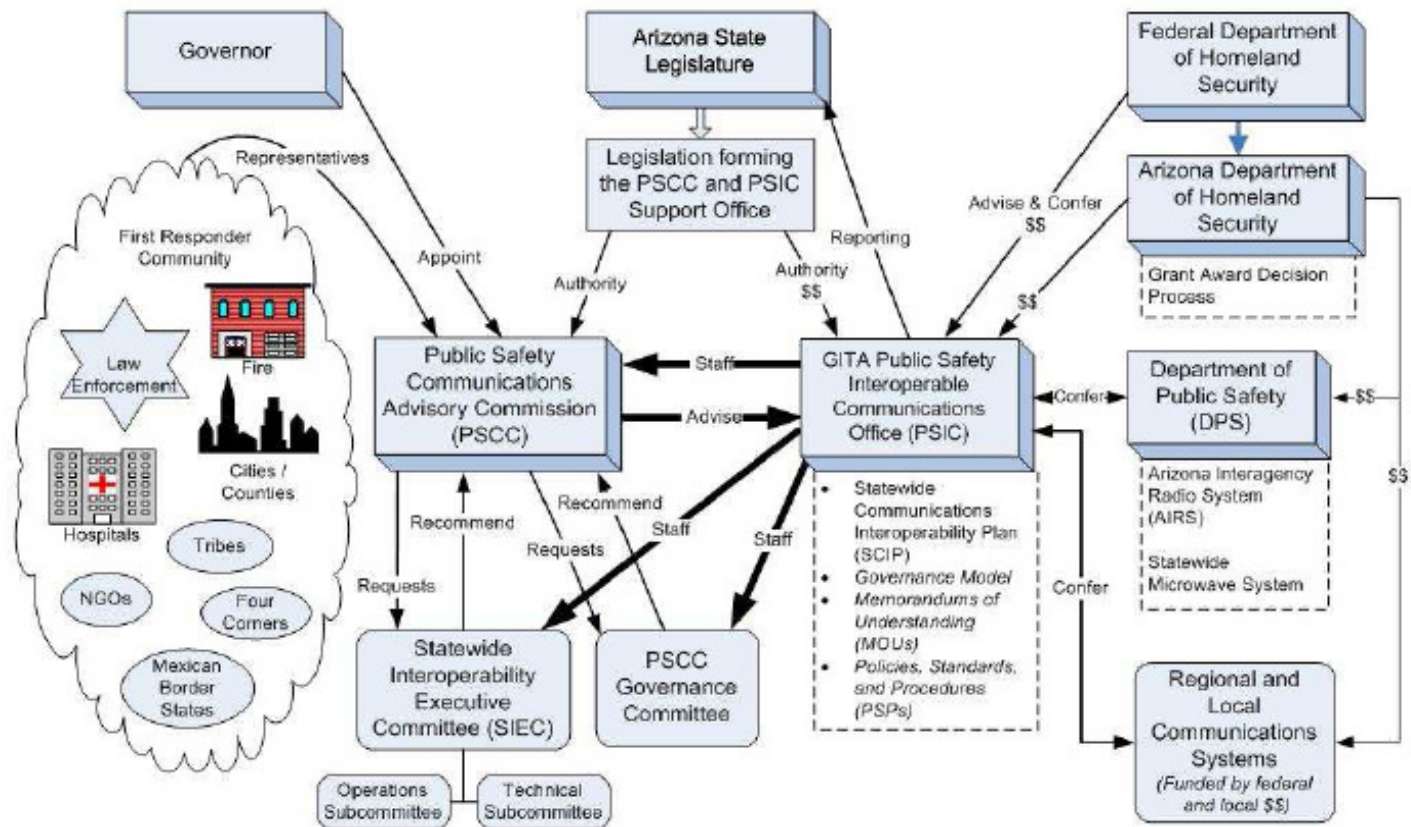
Close
Michael reviewed upcoming meetings and next steps for the PSCC and SIEC prior to closing the meeting. Lisa Meyerson thanked all participants for their attendance and input throughout the day. W. Max Ivey officially closed the meeting.

Appendix A: Workshop Participants
Workshop Participants: 68

Federal Representation:
• Department of Homeland Security, Office of Emergency Communications

State Representation:
• Arizona Department of Corrections
• Arizona Department of Emergency Management
• Arizona Department of Health Services
• Arizona Department of Homeland Security
• Arizona Department of Public Safety
• Arizona Government Information Technology Agency

Local Representation:
• Arizona Fire District Association
• Buckeye Fire Department
• Buckeye Police Department
• City of Casa Grande
• City of Mesa
• City of Prescott
• City of Scottsdale
• City of Tucson
• Cochise County Government
• Cochise County Local Emergency Planning Committee
• Coconino County Sheriff's Office
• Durham Communications
• Flagstaff Police Department
• Gila County Government
• Gila County Sheriff's Office
• Graham County/Eastern RAC
• Guardian Medical Transport
• La Paz County Sheriff's Office
• Maricopa County Sheriff's Office
• Maricopa County Government
• Motorola
• NAU Police Department
• Peoria Police Department
• Phoenix Fire Department
• Phoenix Police Department
• Pima County Sheriff's Office
• Salt River Pima-Maricopa Indian Community
• Sedona Fire District
• Sierra Vista Police Department
• Southwest Ambulance / Rural Metro
• Springerville Police Department/Northern RAC
• Sprint
• Tri Advocates
• Tyco Electronics
• Yavapai County Health Services